1. **Title of the module**

BUSN9047 (CB9047) Leadership and Management

1. **School or partner institution which will be responsible for management of the module**

Kent Business School

1. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 7

1. **The number of credits and the ECTS value which the module represents**

15 credits (7.5 ECTS)

1. **Which term(s) the module is to be taught in (or other teaching pattern)**

Autumn or Spring

1. **Prerequisite and co-requisite modules**

None

1. **The programmes of study to which the module contributes**

MSc Human Resource Management; MSc International Human Resource Management: MSc Organisational Psychology

1. **The intended subject specific learning outcomes.  
   On successfully completing the module students will be able to:**

8.1 Explain and critically analyse the theories and concepts of leadership and management and their application in organisations.

8.2 Evaluate, select and apply a range of approaches to identifying leadership and management development needs in differing organisational contexts, cultural and international contexts.

8.3 Critically analyse and evaluate approaches to the formulation and implementation of leadership and management development strategies to meet organisational needs and evaluate leadership performance and competence.

8.4 Design, critically evaluate and advise on a range of leadership and management development interventions to implement leadership and management development strategies and plans.

8.5 Critically evaluate the role of leaders in ethically managing change and the role of leaders and managers in working collaboratively, ethically and effectively to support a partnership approach to leadership and management development.

8.6 Demonstrate a systematic understanding of how to act ethically and professionally with a demonstrated commitment to leadership and management development and continuous personal and professional development

1. **The intended generic learning outcomes.  
   On successfully completing the module students will be able to:**

9.1 Set leadership and management in the wider context of general organisational management.

9.2 Develop their abilities to critically assess and evaluate the impact of leadership and management on the performance of organisations.

9.3 Develop their analytical skills by linking theoretical perspectives on leadership to contemporary organisational situations throughout the course of the module.

9.4 Plan work and work independently.

9.5 Write coherently and undertake independent critical analysis.

1. **A synopsis of the curriculum**

This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they later elect to follow. It has a number of distinct learning objectives. Firstly, the module seeks to familiarise students with major contemporary research evidence on effective approaches to leadership and learning and development practice. Research focusing on the links between people management practices and positive organisational outcomes is covered, as is research that highlights major contemporary changes and developments in practice.

Secondly, the module introduces students to major debates about theory and practice in the specific fields of leadership, change management, and leadership development. The aim is to help them become effective leaders as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance. Finally, the module requires students to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

1. **Reading list (Indicative list, current at time of publication. Reading lists will be published annually)**

Bryman, A., Collinson, D., Grint, K., and Jackson, B. (2011) *The SAGE Handbook of Leadership*, London: SAGE.

Collinson, D, Grint, K., and Jackson, B. (2011) *Major Works in Leadership Studies, Vols. 1-4, London: SAGE.*

Gold, J., Thorpe, R., & Mumford A., (2015), *Leadership and Management Development*; 5th Edition. London: Chartered Institute of Personnel and Development (CIPD}

Grint, K. (2010) *Leadership: A Very Short Introduction,* Oxford: Oxford University Press.

Jackson, B. and Parry, K. (2011) *A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership,* London: SAGE.

Kotter, J. P. (1990). *A Force for Change: How Leadership Differs from Management*, New York: Free Press.

Northouse, P. (2016) *Leadership: Theory and Practice (7th Edition)*, London: SAGE.

Pfeffer, J., and Sutton, R. (2006) [*Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-based Management*](http://www.amazon.co.uk/Facts-Dangerous-Half-Truths-Total-Nonsense/dp/1591398622/ref=sr_1_3?s=books&ie=UTF8&qid=1291122626&sr=1-3)*,* Boston: Harvard Business School Press.

Watson G. And Reissener S. (2010) Developing Skills for Business Leadership, London: CIPD

Yukl, G. (2009) Leadership in Organizations (7th Edition), London: Pearson International

1. **Learning and teaching methods**

Total contact hours: 25

Private study hours: 125

Total study hours: 150

1. **Assessment methods**
   1. Main assessment methods

Individual Essay (2500 words) (40%)

Examination, 2 hour (60%).

13.2 Reassessment methods

Like for Like.

1. **Map of module learning outcomes (sections 8 & 9) to learning and teaching methods (section12) and methods of assessment (section 13)**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Module learning outcome** | *8.1* | *8.2* | *8.3* | *8.4* | *8.5* | *8.6* | *9.1* | *9.2* | *9.3* | *9.4* | *9.5* |
| **Learning/ teaching method** |  |  |  |  |  |  |  |  |  |  |  |
| Private Study | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |
| Lectures | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |  |
| Seminars | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |  |
| Revision session | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |  |
| **Assessment method** |  |  |  |  |  |  |  |  |  |  |  |
| Examination | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |
| Individual Essay | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |

1. **Inclusive module design**

The School recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

a) Accessible resources and curriculum

b) Learning, teaching and assessment methods

1. **Campus(es) or centre(s) where module will be delivered**

Canterbury and Medway

1. **Internationalisation**

MSc International HRM programme learning outcomes require that the module provides internationally focussed case study and perspective in exploring theory and practice in regards to leadership and management.

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**Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date approved | Major/minor revision | Start date of the delivery of revised version | Section revised | Impacts PLOs (Q6&7 cover sheet) |
| 03/07/2017 |  | September 2017 | 8, 9, 11, 13, 14, 17 |  |
|  |  |  |  |  |

Revised FSO Jan 2018